

## Our Mission

The Department of Administration for Human Services promotes excellence in human services delivery by providing quality administrative and management services for the benefit of the community.

## Our Vision

We envision a collaborative working environment where employees are leaders and coaches, proactive and committed to self improvement, and where excellence in service delivery is paramount. We want our partners, who include our co-workers, other departments, and the community, to place their trust in the quality of our services.

## We Value

- Quality Service
- Customer Satisfaction
- Professional Excellence
- Business Improvements
- Building Partnerships
- A Collaborative Environment
- Communication
- Diversity & Respect
- Accountability
- Knowledge of Our Customers & Their Needs



County of Fairfax, Virginia



To request this information in an alternate format, please call the:

### Department of Administration for Human Services

12011 Government Center Parkway Suite 942  
Fairfax, VA 22035

Phone: 703-324-5630 • Fax: 703-324-7572 • TTY: 703-324-5628

[www.fairfaxcounty.gov/admin](http://www.fairfaxcounty.gov/admin)

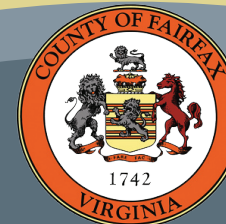
*Promoting Excellence in Human Services*

# Fairfax County

## Department of Administration for Human Services

# FY 2008

# Annual Report



A Fairfax County, Virginia Publication  
February 2009



## Letter from the Director

I am pleased to present the Department of Administration for Human Services' (DAHS) Annual Report for Fiscal Year 2008. This report provides insight into the work DAHS does in support of the county's human services system, a look at some of our accomplishments last fiscal year, and a view of how we are preparing for the future.

DAHS proudly supports human services programs that serve low-income residents, persons with disabilities, seniors needing assistance, persons seeking and obtaining health care and recreation activities, families needing child care, youth, and persons needing housing and assistance with meeting basic needs. Our services are provided in collaboration with our fellow human services departments, as well as with community organizations, nonprofits, a wide variety of service providers, and our corporate county agencies.

As a partner in the county's human services system, many demographic, economic, social, and policy trends drive the work of DAHS and affect the department's direction and strategic planning. For example, some of the significant current trends include: a population that is increasing in number, age, and diversity; changes in both state and federal legislation; and a growing demand for services despite severe budgetary challenges.

In all of our work, we seek to promote excellence in human services. DAHS staff take great pride in providing appropriate, timely, and needed administrative support services to meet the needs of the community. All of the work we perform is a credit to our staff, who are committed to meeting the challenges that lie ahead.

DAHS values the collaboration of the community and our colleagues in supporting the essential work we perform on their behalf. We work hard each day, every day, to help improve the quality of life for the residents of our community.

Sincerely,

W. Kenneth Garnes, Director

# Accomplishments

## Meeting Long-Term Care Needs of Seniors

- Coordinated a multi-agency initiative to operate under contract the Senior+ Program in seven county-operated senior centers. Senior+ meets the needs of an underserved population of senior citizens who are not eligible for adult day health care, but who need more support than is available in a regular senior center setting.
- Supported an initiative to provide refrigerated meals to Fairfax County residents not currently served through the Meals on Wheels program due to waiting lists, geographic area, or other circumstances.

## Greater Access to Health Care

- Coordinated a multi-jurisdictional procurement for Acute Psychiatric Inpatient Services that expanded services received by consumers, including receiving medications and transportation to their next destination upon leaving the hospital.
- Participated in an initiative to provide mobile dental screenings for children in Head Start programs at no cost to the county, resulting in more timely service and eliminating the need for staff to drive children to dentists.

## Meeting the Needs of Persons With Physical, Intellectual, and Sensory Disabilities

- Participated in a multi-jurisdictional effort to contract for services for consumers with intellectual disabilities and/or individuals with mental illness, resulting in a simplified process for both vendors and local jurisdictions while ensuring that consumers receive the services they require.

## Supporting Our Community-Based Partners

- Coordinated the implementation of nonprofit training programs in partnership with Virginia Tech and the Center for Nonprofit Advancement.
- Performed financial and contracts monitoring of nonprofit service providers.

## Changes in Governance/Enhanced Corporate Stewardship

- Developed monthly monitoring procedures for cell phone usage and billing, and negotiated a lower-cost service plan with a communications provider that resulted in savings of nearly \$100,000.
- Streamlined the process of obtaining verification of taxi cab invoices from case managers in the Virginia Initiative for Employment not Welfare (VIEW) program. This process improvement facilitated the reporting of client-specific information, and resulted in an increase in reimbursement of eligible expenses from 20% to 84.5%, yielding an additional \$80,000 in reimbursement from the state.
- Developed competencies for the department as part of succession planning efforts. Required all employees to complete individual development plans annually.
- Implemented a plan to share human resources whereby backup is available for unexpected vacancies. Service to our customers is uninterrupted and staff increase knowledge of human services programs by supporting different departments.
- Participated in the county's implementation of the new Electronic Accounts Payable System (EAPS), which eliminates the need for paperwork and reduces cost when processing invoices from vendors.
- Conducted a Customer Satisfaction Survey with our customer and partner agencies wherein 93% of respondents agreed, or strongly agreed with the statement "Overall, when I interact with DAHS staff, I am satisfied with my experience."

## Did You Know We...

- Supported direct operations in county programs with expenditures totaling more than \$450 million.
- Collected revenues and reimbursements totaling \$180 million—100% of the budgeted estimate for accounts receivable.

- Paid 160,000 invoices and processed approximately 25,000 purchasing transactions totaling \$193 million in a timely manner.
- Provided administrative support, including recruitment, staffing, risk management, employee relations, payroll, and employee benefits to more than 4,000 human services merit and 2,000 exempt employees.
- Provided administrative support at 373 facilities, including 120 office and service sites, and 253 residential sites.

- Completed in a timely manner the DAHS Balanced Scorecard, a methodology that guides an ongoing management process.
- Coordinated and implemented a video conferencing system across nine human services sites, that enabled communication between the county and other jurisdictions.

## Preparing for the Future

- Respond to changes in community demographics -- more older adults, general population growth, greater diversity, and increasing numbers of persons with physical, sensory, and intellectual disabilities.
- Think strategically to meet the need for transformational change to service delivery, as noted through:
  - Transformation of behavioral health care (Josiah H. Beeman Commission)
  - Ten-year plan to prevent and end homelessness
  - Transformation of children and family services (Systems of Care)
  - Community investment in nonprofits
  - Long-term care supports for seniors and persons with disabilities (50+ Action Plan)
  - Integrated prevention and early learning system
  - Self-reliant community initiatives
- Optimize current revenue sources and pursue additional revenues, e.g., Josiah H. Beeman Commission recommendations to optimize state and federal reimbursements via the use of Medicaid for behavioral health services.
- Focus on continuous evaluation of our performance.

- Provided management and administrative services to more than 60 grants from federal, state, and private funding sources.
- Conducted 249 monitoring visits to ensure contract compliance.
- Provided 100 professional development courses to 2,247 participants.

## Department of Administration for Human Services

# Strategy Map

